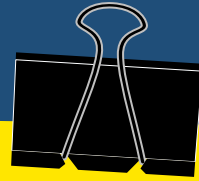


The background of the slide is a blurred image of three business professionals in a modern office setting. Two men in suits are standing and talking, while a woman in a business suit stands between them. In the foreground, there are several sheets of paper with colorful bar charts and a pen resting on them. A yellow cloud-like shape in the top left corner contains the text 'Week 02'. A large yellow arrow points from the left towards the center, containing the text 'Capsule – A: Introduction to Management'. In the bottom right corner, the text 'Instructor – Maria Mohsin' is displayed.

**Week 02**

## **Capsule – A: Introduction to Management**

**Instructor – Maria Mohsin**



## **Unit # 2:**

### Managing the New Workplace

# Workplace – Old Type

- ❖ Offices used to be made up of cubicles. Employees were more often encouraged to work independently and stay on focus at all times.
- ❖ Workplaces were a lot less tech orientated – most business communication took place over landlines and in person and documents were all hard copies.
- ❖ Email, Word processor and the first personal computers were all invented in the 1970s, however mobiles were not around until 1988 and the internet was not created until 1990.

## Old Workplace

(1970s-1990s)

- Routine
  - Specialized tasks
  - Standardized control procedures
- ❖ Employees work from one specific company facility
  - ❖ Organization is controlled through vertical hierarchy i.e. decision making authority at upper levels



# Workplace - New Type

- ❖ There is more focus on feeling comfortable in the workplace, to keep staff happy and motivated.
- ❖ The modern workplace is all about social collaboration and rising tech trends.
- ❖ The internet, smart phones, online file sharing, etc. has all made it possible for us to work anywhere and everywhere, which has lead to a rise in remote working and collaborate with people on the other side of the world with ease.

## New Workplace

(2000-Today)

- Free flowing
  - Flexible
  - E-commerce or internet based organizations
- 
- ❖ Employees are empowered
  - ❖ Employees seize opportunities and solve problems as they emerge
  - ❖ Company is organized around networks with no rigid hierarchies



Instructor: Maria Mohsin

# Old vs. New Workplace - Management

## Characteristics

**Information and ideas rather than  
Machines and physical assets.**

**Shift from an industrial age to an  
information age has altered nature  
of work, employees and the  
workplace.**

# Old Workplace vs. New Workplace

	Old Workplace	New Workplace
<b>Characteristics</b>		
<b>Resources</b>	Atoms-Physical assets	Bits-information
<b>Work</b>	Structured, localized	Flexible, virtual
<b>Workers</b>	Dependable employees	Empowered employees, free agents
<b>Forces on Organization</b>		
<b>Technology</b>	Mechanical	Digital, e-business
<b>Markets</b>	Local, domestic	Global, including internet
<b>Workforce</b>	Homogenous	Diverse

# Old Workplace vs. New Workplace

	Old Workplace	New Workplace
<b>Values</b>	Stability, efficiency	Change, speed
<b>Events</b>	Calm, predictable	Turbulent, more frequent crisis
<b>Leadership</b>	Autocratic	Dispersed, empowering
<b>Management Competencies</b>		
<b>Focus</b>	Profits	Connection to customers, employees
<b>Doing Work</b>	By individuals	By teams
<b>Relationships</b>	Conflict, competition	Collaboration
<b>Design</b>	Efficient performance	Experimentation, learning organization

# Managing Small Businesses

People who have found themselves squeezed out of the corporation due to downsizing or who voluntarily leave the corporate world to seek a slower pace and a healthier work life balance comes up with **Small Businesses**

The environment for small businesses have been impacted by the following factors;

- **Technology**
- **Globalization**
- **Government regulations**
- **Increasing customer demands**

## Small Business

- ❖ Number of employees = 250 people
- ❖ Paid-up Capital = PKR. 25 million
- ❖ Annual Sales = PKR. 250 million

## Role of Managers

Managers in small businesses often see their role as a **Spokesperson**, because they need to

- Promote
- Grow company

By being creative and have entrepreneurial skills



# Managing Small Businesses

Small businesses management like corporate sector involves coordinating all aspects of the business to ensure that it keeps on growing and achieves success

## Basic Requirements

**1. Create a Business Plan**

**2. Separate your personal & Business Finances**

**3. Determine funding requirements**

**4. Hire the right people**

**5. Train your employees**

**6. Keep track of your Finances**

**7. Invest in Marketing**

**8. Learn to Delegate**

# Managing Small Businesses

Small business growth, however, can be tricky. Keeping hold of the reins, while maintaining that steady expansion takes a deft hand and some basic know-how

## Managing Growth

1. Be prepared to Growth

2. Get your Quality Control in order

3. Stay on Top of the bottom line

4. Make Adjustments for growth

5. Form a great Support Team

6. Remember your Customers

# Managing Not for Profit Organizations

- ❖ Not-for-profit is an organization that does not operate for the profit, personal gain or other benefit of particular people.
- ❖ All the **income** is used in pursuing the organization's objectives and keeping it running; income is not distributed to the group's members, directors, or officers.
- ❖ **Profit vs. Social Impact**
- ❖ In NFPs services are normally provided to nonpaying clients

## Difference

Managers in businesses direct their activities towards **Earning Money** for the company, whereas in NFPs their efforts are directed towards generating some kind of **Social Impact**

### Example

... Red Cross  
... The Girls Scout  
... Universities  
... City Government Hospitals  
... Public Schools  
... Art Museums

## Financial Resources

- Government appropriations
- Grants
- Donations

*X Rather than from sale of products or services to customers*

# Managing Not for Profit Organizations

## Manager Roles

- ❖ Secure a steady stream of **funds** to continue operating
- ❖ Secure **additional donations** or government appropriations
- ❖ **Focus** on keeping organizational costs as low as possible
- ❖ Demonstrate a highly **efficient** use of resources
- ❖ Intangible outcomes like 'improvement' rather than monetary

Financial

Financial

Aim

Aim

Performance

## Performance Measure

Do not have a conventional bottom line  
Managers may struggle with the question what constitutes **results & effectiveness**

In NFPs Managers have to measure intangibles such as

- Improve public health
- Make a difference in the lives of disenfranchised

... Managers in NFPs shall market their services to attract not only **clients** but also the **volunteers** and **donors** on whom they depend

# Managing Not for Profit Organizations

## Manager Roles

❖ Roles as defined by Mintzberg's also applies to NFPs

### Spokesperson

... to sell the organization to donors and the public

### Leader

... to build a mission driven community of employees and volunteers

### Resource Allocator

... to distribute government resources or grant funds

# Crisis Management

**“Extraordinary times require extraordinary leadership”**

**The world has become fast, interconnected and complex resulting in unexpected events.**

**Organizations face various levels of crisis everyday- everything from loss of computer data to a pandemic.**

# Crisis Management – Leadership Skills

Crisis management requires five important leadership skills

## **Stay Calm:**

Leaders have to suppress their own fears, doubts and pain to comfort others

## **Be visible:**

People need to feel and see that someone is in control

## **Tell the truth:**

Do not block  
information investigation  
or

## **Put people before business:**

Make people and human feelings a top priority

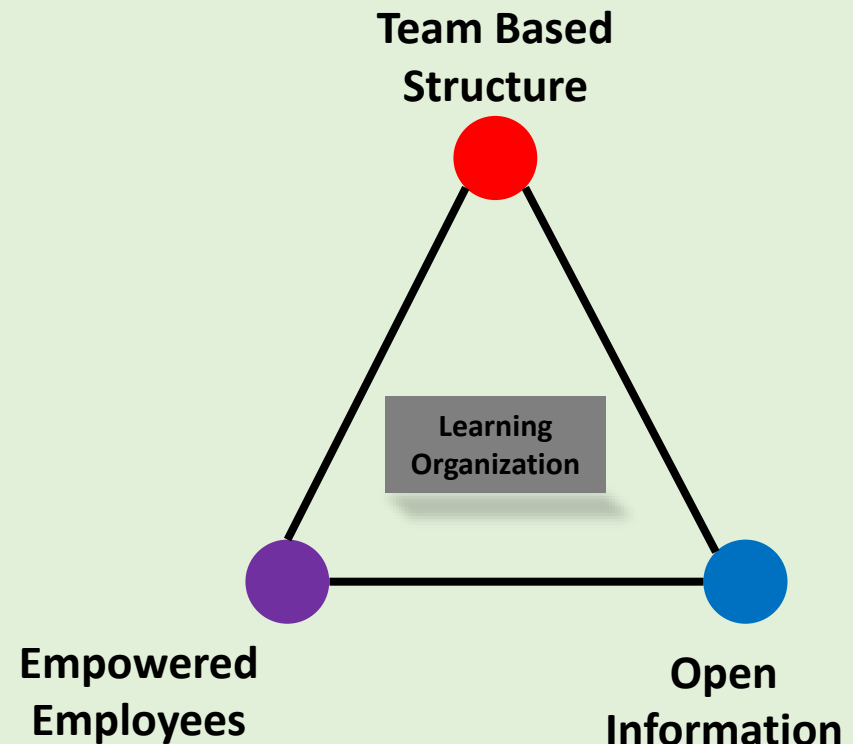
## **Know when to get back to business:**

People need something to look forward to, as a sign of hope and rejuvenation



# The Learning Organization

- “An organization in which everyone is engaged in identifying and solving problems, enabling the organization to continuously experiment, improve, and increase its capability”
- Creating an organizational climate that values experimentation and risk-taking, applies current technology, tolerates mistakes and failure, and rewards nontraditional thinking and the sharing of knowledge.
- Everyone in the organization participates in identifying and solving problems, enabling the organization to continuously experiment, improve, and increase its capability.
- The role of managers is not to make decisions, to create learning capability, where everyone is free to experiment and learn what works best.





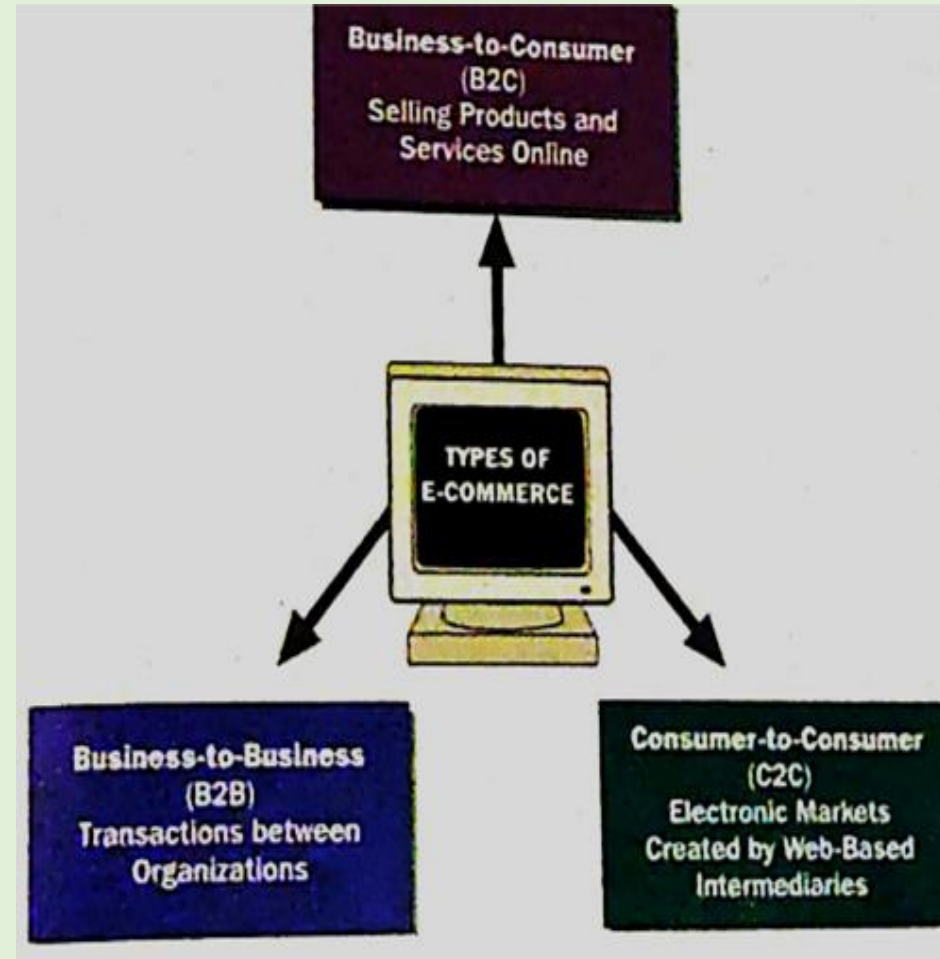
# The Learning Organization

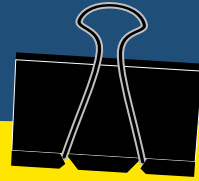
The learning organization is an attitude or philosophy about what an organization can become.

- 1. Team-Based Structure:** People on the team are given the skills, information, tools, motivation, and authority to make decisions central to the team's performance and to respond creatively and flexibly to new challenges or opportunities that arise.
  - Collaboration, communication, self direction, different skill sets
- 2. Empowered Employees:** Employees are given freedom, resources, information and skills to make decisions and perform effectively.
  - Self -directed work teams, quality circles, job enrichment, employee participation groups, decision making authority and information
- 3. Open Information:** To identify needs and solve problems, people have to be aware of what's going on. Open information becomes extraordinarily important in organizations that deal with ideas, rather than material goods.
  - Formal data on budgets, profits, expenses, information sharing

# Tech – Driven Workplace

- Ideas, information and relationships are becoming more important than production machinery, physical products and structured jobs.
- Shift towards computer based work and virtual teams, machines taking over factories freeing up workers to use their minds rather than efficiencies.
- **Key Words:**
  - E-Business
  - Intranet
  - Extranet
  - E-Commerce
  - Enterprise Resource Planning (ERP)
  - Knowledge Management





**The End**